WJTSC
Master Issue Deck

As of: 5 Mar 07

Collaboration Tools

Issue 04-002: Need to standardize collaboration tools (IWS vs DCTS). Collaboration required for T2 cannot be effectively executed with tools that are not interoperable.

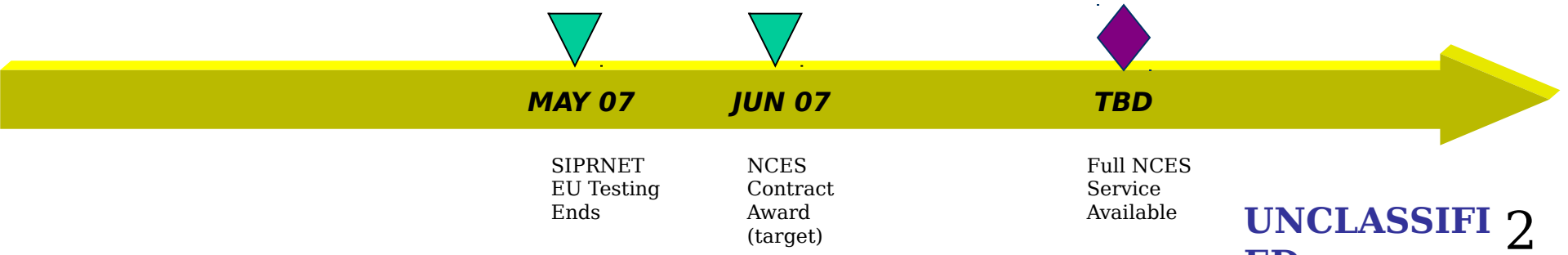
Discussion: JS using one collaboration tool and COCOMs using a different tool that are not interoperable.

Endstate: Interoperable collaboration tools.

POA&M: DISA's Net-Centric Enterprise Services (NCES) will provide a DoD standard collaboration suite, including IM, chat, audio and video over IP web conferencing and other tools, as well as access for non-DoD partners. "Early User (EU)" unclassified pilot service (3,000 users) is ongoing but no additional accounts are available until the Milestone Decision Authority approves additional capacity (100,000 users—1,000 concurrent). SIPRNET testing (6,000 selected DCTS users) runs through May 07. Contract award for 2nd vendor is targeted for Jun 07. Until MDA authorizes expansion of NCES service, access is limited to current users.

OPR: JS J7 & OASD (NII)/DISA/OCIO

https://gesportal.dod.mil/sites/Collaboration/default.



Testing & Experimentation in Joint Training

Issue 04-003: Lack of common DoD-wide process for incorporation of testing and experimentation in joint training. DOT&E forced to engage multiple COCOM's to search for venues. Testing & experimentation short-notice insertions are disruptive to COCOM exercise planning.

Discussion: OSD Training & Testing Steering Group is seeking to embed test activity in training to test with appropriate joint context as tasked within SPG 06. JFCOM, as the joint force integrator and experimenter, also requires the training environment to assess capabilities such as DJC2, Blue Force Tracking and SJFHQ. The need for joint context and resource limitations require some test and prototyping activity in training. JFCOM has developed a manual that outlines the process the test and experimentation community will use for integrating into JFCOM sponsored and supported training.

End state: Common policy for incorporating test/experimentation activity in training

POA&M: Form PAT (COCOMs, Services, CSAs, OSD) to collaboratively develop DoD-wide process based on JFCOM JETA Manual, PACOM instruction, and other COCOM, Service, CSA, and OSD guidance. Develop requirements for supporting tools including JTIMS and submit through established requirements process.

OPR: JS J7 JTD; OCR: JFCOM J7/J9, OSD (DOT&E, AT&L, OFT, P&R), JS J7 JETCD, COCOMs, CSAs, Services

OCT 06	JAN 07	MAR 07	APR 07	SEP 07	OCT 07	MAR 08
Technical interchange JETCD, JEXD, JTD, JFCOM J9	COCOM feeback Provided (JSAP 00377-06)	JETA process first integration with Exercise Synch process	PAT forms to develop DoD-wide process and JTIMS/portal requirement	PAT briefs process at WJTSC 07-2	JS J7 staffs CJCSI/M or DoDI/M via JSAP and formally submits JTIMS	Appropriate changes made to JTP&G and/or JTM. JTIMS modifications fielded.

DCCEP Process

Issue 04-004: Streamline the Developing Countries Combined Exercise Program (DCCEP) process.

Discussion: Combatant Commands submit a two-year DCCEP plan through JS-J7 to OSD annually NLT 31 March via msg (forty to fifty pages). OSD approval is historically received in Aug/Sep timeframe via msg. Approval for Out of Cycle (emerging, mission critical) requirements are submitted through the same lengthy process and many times, approval is not received on time. The current process requires extensive man hours for USSOUTHCOM, Service Components and MILGPs. Additionally, it hinders the commanders flexibility and ability to support mission critical, short fused, emerging requirements.

End state: DCCEP procedures are outlined in Title 10, US Code, Section 2010. DCCEP funds must be approved by the SecDef in accordance with federal law. The funds are allocated from the COCOM executive agents. DCCEP and DCCEP Out-of-Cycle request procedures are managed by OSD and are as streamlined as federal (Title 10) law allows. (Note: DCCEP was not moved to CE2 fund).

OPR: JSJ7 ☑ KD; OC ☑ JFCOM J7

OCT 06		MAR 07
Discussed at WJTSC 06-2	Procedures reviewed	Investigate possibility of electronic staffing/funding system similar to HCA

Joint Staff Officer Training

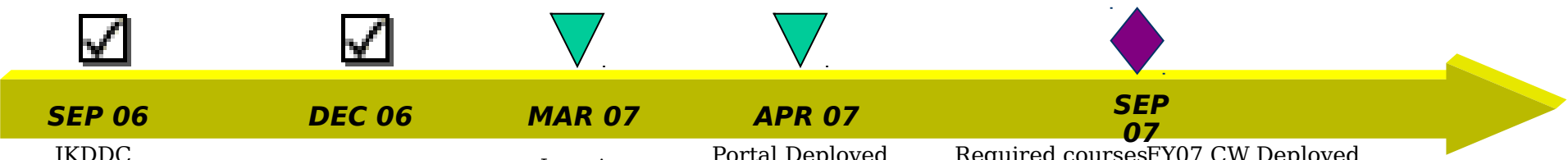
Issue 06-001: COCOM / Component / JTF Staff Training. A majority of permanent and individual augmentee personnel are unprepared upon arrival to assume joint staff duties and there is no established process for maintaining currency of joint staff officer training.

Discussion: Need for basic joint training, to include Integrated Operations, for personnel assigned to Joint staffs. Potential solutions may include JPME I/II, interim use of Web Based Training (JTF 101), resource specific training AO course (indoc) and job-specific training.

End state: Comprehensive Joint Individual Learning Continuum is established and meets joint training requirements for all individuals assigned to Joint billets prior to joint duty assignment through combination of education, training and self-development. Joint training programs systematically update their learning objectives and courses to keep up with the rapidly changing pol-mil environment. The Joint Learning Continuum sustains preparation and competence throughout a professional career.

POA&M: Aggressive development, updating and distribution of web-based courseware followed by USCENTCOM and other COCOM specific instruction provided by nascent Training Branch. JKDDC JMO has this for action in the Program Execution Plan. Joint Learning Continuum study ongoing by JS J7 to identify current/emerging training requirements. Ensure deployment orders require appropriate courses.

OPR/OCR: JFCOM and JS J-7


SEP 06
JKDDC Program Execution Plan (PEP) Approved
DEC 06
JTF101 Updated and Posted on LMS
MAR 07
Learning Continuum Update at WJTSC 07-1
APR 07
Portal Deployed with Links to JPME Resources and 9 Interagency Courses; IAP course transitions to JKDDC
SEP 07
Required courses Updated; process In place to ensure currency
FY07 CW Deployed (including PACOM Staff Orientation Course)

Integrated Operations Training

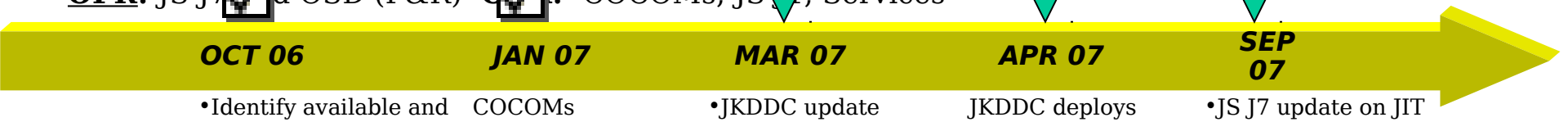
Issue 06-002: Military personnel assigned to COCOMs are not formally trained to accomplish doctrinal interagency coordination tasks. Without an integrated DOD-wide interagency training program, personnel will continue to execute integrated operations in an ad hoc fashion with regard to doctrinal interagency coordination tasks.

Discussion: The NSS, NDS, and NMS all require USG personnel to plan, coordinate and implement integrated operations. There is a need to develop and implement integrated operations training to accomplish missions, whether CONUS or OCONUS.

End state: An integrated DoD-wide interagency coordination training program supports COCOM integrated operations requirements and incorporates both content as well as throughput requirements and tracking for personnel. Deployment systems ensure personnel deployment/assignment orders contain assignment-appropriate pre-deployment training for integrated operations and provide adequate lead time to accomplish such training. OSD and JS provides COCOMs with trained senior leadership and staff officers who are prepared to accomplish interagency coordination from DSCA to stability operations to steady state Phase 0 operations.

POA&M: OSD/P&R develop a long-term integrated operations training strategy, building on its short-term PRT work. OSD/P&R ensures JKDDC courses available for stakeholder requirements. JS J7 operationalizes the Learning Continuum with JKDDC LMS support. JS J7 incorporates COCOM feedback to JSAP 00329-06 which focuses on Joint Individual Training and self-development and then recommends delivery methods, through JKDDC or other processes. In the interim, COCOMs include integrated operations-related objectives in their joint training plans IAW current Chairman High Interest Training Issues.

OPR: JS J7 and OSD (P&R) **OCR:** COCOMs, JS J7, Services



Integrated Operations Educat

Issue 06-003: Military Personnel assigned to COCOMs are not formally educated to accomplish interagency coordination**.** Without an integrated DOD-wide interagency education program, personnel will continue to conduct ad hoc interagency coordination.

Discussion: The NSS, NDS, and NMS all require personnel to plan, coordinate and implement integrated operations. There is a need to develop and implement integrated operations education to accomplish the coordination and integration of military operations, whether CONUS or OCONUS, with interagency activities.

End state: An integrated DoD-wide interagency education program supports COCOM interagency coordination requirements and incorporates both content as well as throughput requirements and tracking for personnel. Deployment systems ensure personnel deployment/assignment orders contain assignment–appropriate pre-deployment education for integrated operations and provide adequate lead time to accomplish such education. JS provides COCOMs with educated senior leadership and staff officers who can accomplish interagency coordination from DSCA to stability operations to steady state Phase 0 operations. Integrated operations education is included in Service and Joint schooling.

POA&M: COCOMs provide JPME curriculum input via the JFEC/MECC process. The process informs JPME modifications in the next revision of OPMEP. Military Departments augment Service-specific PME on integrated operations. OSD/P&R and JS J1 develop personnel management processes that support enhanced throughput, assignment, tracking, and incentives to include development of the Joint Qualified Officer concept. OSD/P&R nominates "Integrated Operations" for consideration as a Chairman's Special Area of Emphasis.

NOV 06	DEC 06	JAN 07	MAR 07	JUN 07	SEP 07
MECC	JSJ7 JSAP 00329-06 for inputs	Suspense for inputs	MECC Working Group	OPMEP Update NLT	CJCS Special Area of Emphasis introduction

TC AoA Alternative 5

Issue 06-004: Establishment of COCOM Organic Training and Exercise Capability based on Training Capability Analysis of Alternatives, Alternative 5. COCOMs lack the additional support to adequately meet its joint training requirements. Insufficient ability to train COCOM individuals / staffs and JTF and functional component HQ staff.

Discussion:

COCOMs identified requirement to source an organic training and exercise capability in order to: Conduct and manage COCOM specific training (Tailorable required and on-demand COCOM, SJFHQ, JTF and FCC HQ staff individual and collective training); Identify COCOM individual/collective training requirements; and Track and manage individual/staff joint training and readiness.

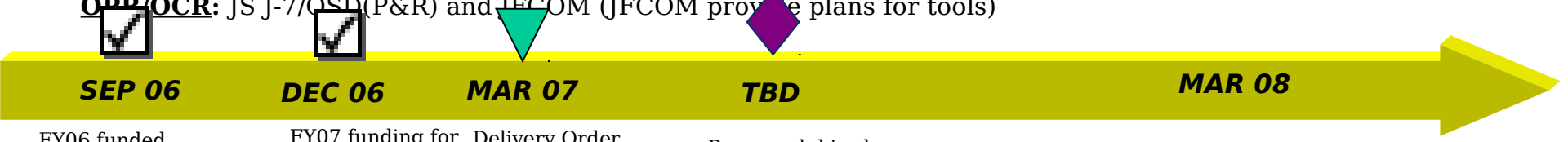
Joint Training Facilitator Specialist (JTFS) support provided via TC AoA Alt 5 to the COCOMs (one each). COCOM Council of Colonels (COC) unanimous on TC AoA Alt 5 to provide additional contracted support (goal of 3 individuals) to each COCOM, except JFCOM. JS J7 would fund and provide oversight of additional support to the COCOMs to meet its joint training requirements. COA was briefed subsequently at the JFCOM sponsored Two Star COCOM Training Conference (Feb 05) and there were no objections. COC unanimous again, COA briefed and approved by T2 SAG in Oct 05.

JKDDC products are not addressing the requirement. Centralized development of COCOM specific modules at JFCOM cannot adequately capture unique requirement. Long-identified need for a formal individual training program. JKDDC should address job-specific individual AO training as well as "joint education."

End state: COCOMs fully resourced (personnel and tools) to support individual and staff joint training requirements.

POA&M: JS J7 use TC AoA Alt 5 to support the COCOMs' requirements. Monitor through implementation.

OPR/OCR: JS J-7/OSD(P&R) and JFCOM (JFCOM provide plans for tools)


SEP 06
DEC 06
MAR 07
TBD
MAR 08
FY06 funded Add'l Positions (1 per COCOM)
FY07 funding for add'l Positions MIPR'd to JS J7
Delivery Order placed (ACMS Package pending) for add'l positions
Personnel hired and in place for add'l positions

Program Sustainment Fundin

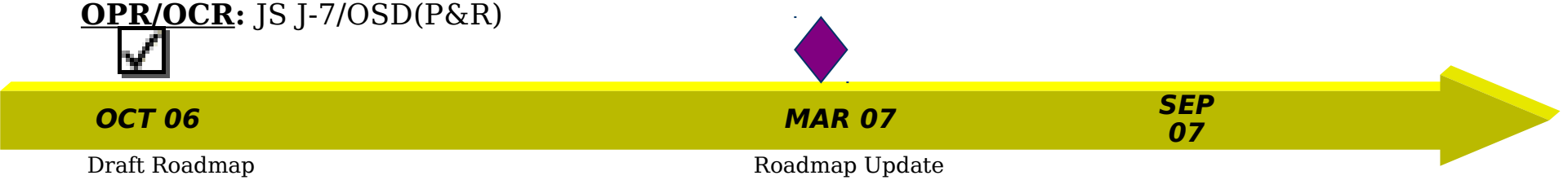
Issue 06-005: New programs are implemented without adequate funding added for sustainment. This causes decreased funding available for other programs and decreased availability of manning to perform the tasks required for the technologies.

Discussion: New capabilities, innovations, and technologies are emerging (Rel GBR/AUS, JNTC, JLLIS, DRRS). While these are welcome and useful, funding is only provided for their initial development and fielding for the technologies. COCOMs are left on their own to fund and man sustainment of these new mandated technologies.

End state: Drive-by fieldings eliminated, all new programs fielded only with identified and funded sustainment throughout their life cycle.

POA&M: Request development and implementation of a sustainment roadmap for support of current and new technologies throughout their life cycle. JS J-7 drafting Sustainment Roadmap for JTIMS, JLLIS, Specialist, and UJTL Automation programs to include software spiral development, systems engineering, configuration management, training, and other sustainment elements. OSD is developing the roadmap for DRRS. JFCOM has developed the JNTC logistics plan. CE2 process will resolve issues related to JTIMS and JNTC sustainment. COCOMs will provide program details on other programs requiring a sustainment roadmap.

OPR/OCR: JS J-7/OSD(P&R)



Incorporate JTA Info Into UJTL

Issue 06-006: Joint Task Articles (JTA); deletion of "JTA" reference from draft Joint Training Policy and Guidance (JTP&G). Deletion from the JTP&G desynchronizes that document from the T2 IPLAN issued by OSD and causes confusion in the joint training community regarding the universal acceptance of JTAs in policy.

Discussion: Following direction removed from JTP&G: "Conduct Joint Task Article and Expanded Joint Task Article (JTA/EJTA) analysis" with the intent "to conduct qualitative analysis of the existing universal joint tasks to establish required conditions, critical elements, and measures with common sense "yes/no" criteria in order to conduct joint training…"

End state: UJTL incorporates appropriate language for execution.

POA&M: Staff current JTAs as proposed changes to UJTL; some tasks will now have more details than others (those without JTA-type data). Document changes in appropriate directives and guidance.

OPR/OCR: JS J-7/JFCOM

OCT 06
Discuss New Process at UWP During WJTSC 06-2
JAN 07
JSAP Current/ Proposed JTAs as UJTL Changes (30/month for 12 mos thru Dec 07)
MAY 07
Process Documented In JTP&G
DEC 07
JSAP (30/month for 12 mos) complete

Joint Training Trends and Assessment

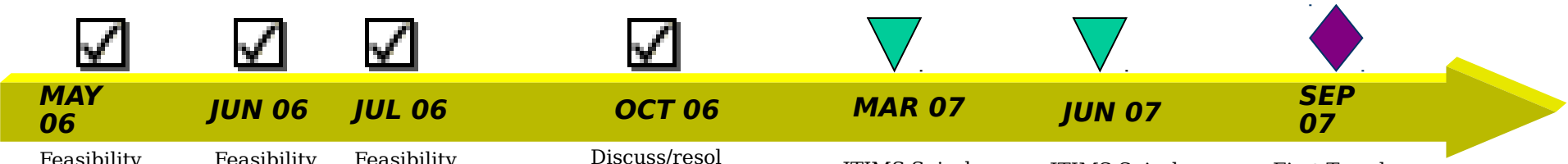
Issue 06-007: Consensus has not been achieved in the joint training community regarding how joint training trends and joint training assessment taskers will be achieved.

Discussion:. The JTP&G (CJCSI 3500.01C) states "USJFCOM is responsible for annually assessing the effectiveness of joint training, to include describing emerging training trends in the joint community; briefing training trends at the September WJTSC; and reporting results of the training assessment to the Chairman." Combatant Commands/CSAs will annually provide USJFCOM with their joint training trends by 30 June for integration into USJFCOM's annual training trends brief presented at the September WJTSC.

End state: Joint training trends are identified and briefed annually.

POA&M: JS J7 brief trends at WJTSC. Modify JTIMS to support trends analysis.

OPR/OCR: JS J-7


MAY 06
Feasibility Studies on the Use of DRRS & JTIMS to Develop Training Trends Completed
JUN 06
Feasibility Studies and Recommendations Forwarded to JS J7 for approval
JUL 06
Feasibility Studies forwarded to DRRS & JTIM PM's for action
OCT 06
Discuss/resolve way ahead at WJTSC 06-2
JTIMS Spiral 4 provides TPO/TPE archiving.
MAR 07
JTIMS Spiral 5 provides TPA archiving. Update brief at WJTSC 07-1
JUN 07
JTIMS Spiral 6 Provides Trend Report generation; new process in revised
SEP 07
First Trend briefing at WJTSC 07-2

Joint Training Requirements

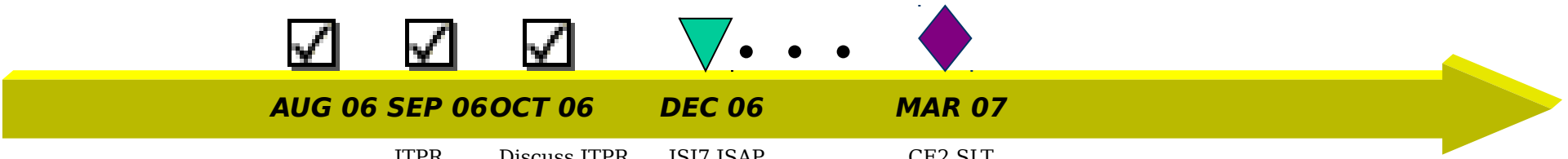
Issue 06-008: Joint Training Requirements Action Plan. Inefficient use of scarce resources. Excess overmatch.

Discussion: Multiple joint training requirements generation processes, TC AoA, JTRG, JQRR, JTRAT, COCOM IPLs, JNTC. Proposed action plan briefed to JT FCB Working Group 13 Mar 06. The JTFCB is the JS J-7 designated organization to validate Joint Training Requirements. The JT Functional Concept Red Team met in Aug 06. The previously proposed JTRAP process is being integrated into the JTFCB/JTPR processes. The JTPR was briefed to and approved by the DAWG in Sep 06.

End state: All joint training requirements are validated and prioritized through a single process.

POA&M: Work in conjunction with CE2 Business Rules. The CE2 SLT, JTFCB, and T2 forums (JIPT, SAG, ESG) will comprise the requirements determination/prioritization processes since requirements may be funded via two different streams (CE2 / T2). JS J-7 will work with JFCOM to incorporate (elements of) JTRAAG process, as appropriate.

OPR/OCR: JS J-7 JTD/OSD(P&R) and JFCOM


AUG 06
SEP 06
OCT 06
DEC 06
MAR 07
JTFC Red Team
JTPR DAWG Brief
Discuss JTPR way ahead at WJTSC 06-2
JSJ7 JSAP Joint Training Requirements List (from Mar 06) for Update
CE2 SLT Finalizes Business Rules at WJTSC 07-1

UJTL

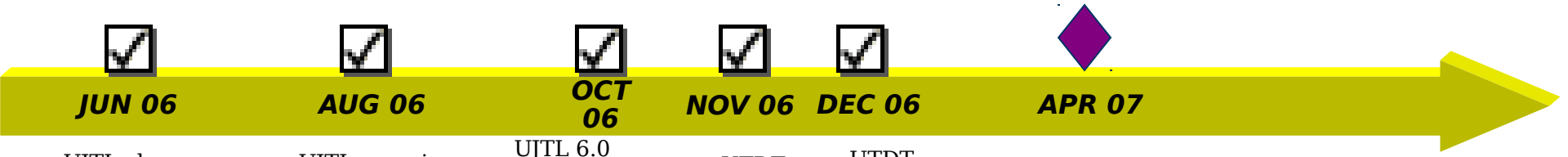
Issue 06-009: UJTL 5.0 requires task clean-up. UJTL 6.0 requires alignment with JCAs, Baseline Conditions and Standards, and an automated staffing tool. JCAs may require development of new UJTL Taxonomy. May also impact Service development and maintenance.

Discussion: Currently within UJTL 5.0: (a) 51 duplicate level of war (LOW) tasks; (b) 19 with Multiple Tasks; (c) 78 with Multiple Verbs; (d) 26 that are Service Tasks (don't meet requirements to be a joint task) Reducing number of duplicate UJTL Tasks significantly reduces workload of mapping. Task SME/SML/ SMOs must be designated for electronic staffing to work.

End state: Change recommendation for UJTL clean-up submitted and implemented; UJTL 6.0 published with JCA taxonomy and lexicon integrated; and mapping methodology developed and implemented to map UJTL to JCAs.

POA&M: New process for staffing UJTL changes approved at WJTSC 06-2. Publish update to UJTL on JDEIS. Complete JCA mapping tool. Staff (JSAP) JCA mapping. Test and spiral development of UTDT. Update JTP&G and JTM to reflect new processes.

OPR/OCR: JS J-7 JTD


JUN 06
AUG 06
OCT 06
NOV 06
DEC 06
APR 07
UJTL clean-up tasks submitted
UJTL mapping completed; UJTL 6.0 changes approved by DJS
UJTL 6.0 published; JCA mapping tool complete; UJTL mapping to JCAs staffed via JSAP
UTDT Staffing Tool Test
UTDT Staffing Tool Spiral 1 released
CJCSI/CJCSM updated to reflect new process(es)

Joint Lessons Learned Information System (JLLIS)

Issue 06-010: Joint community lacks a single automated support system to discover, apply, and research joint lessons.

Discussion:

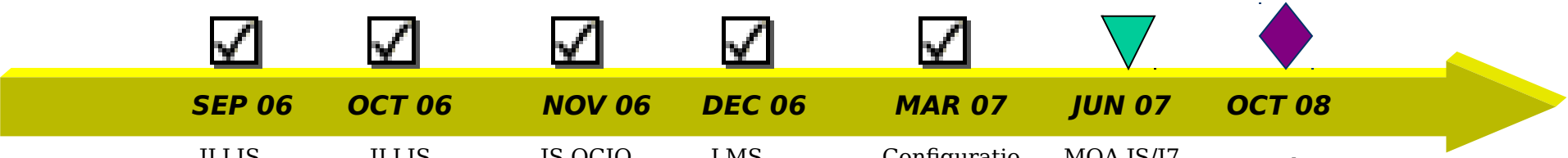
– DoD Lessons Learned Community lacks central repository; many DoD organizations without adequate input support tools.

– Methods to address gaps:
- Pilot program (Proof of Principle) within JFCOM's JCOA accomplished
- Research existing DoD input support tools
  - USMC MCCLL selected best of breed, LMS system developed into JLLIS
  - JLLIS fielded SEP 06
- Spiral development update of the Implementation Plan scheduled for March 07.

End state: Enterprise, web based, GIG compliant JLLIS with an input and management tool, with Central Repository provided to the customer base

POA&M: Field initial JLLIS capability using MCCLL LMS architecture for COCOMs and requesting CSAs and Services. Deliver GIG-compliant, service-oriented architecture JLLIS. Begin spiral development.

OPR/OCR: JS J-7 JTD, MCCLL, JCOA



Joint Training Program Review

Issue 06-011: Joint Training Program Requirements Prioritization. Unable to meet joint training program requirements and conduct fully integrated Joint and Combined training. Important exercises scaled down. Reduced exercise planning support. Training Objectives not met. Average cost for an event has increased nearly half a million dollars.

Discussion: COCOMs unable to fully resource all directed joint training requirements. QDR directs expansion of the T2 business model to consolidate joint training, prioritize new and emerging missions and exploit virtual and constructive technologies and program recommendations to realign and consolidate joint training and education programs and apply resulting efficiencies against new mission areas and existing joint training gaps and shortfalls.

End state: Defense Wide account and associated processes established

POA&M: Develop business rules. Prepare budget documents. Hold quarterly Stakeholder Leadership Team (SLT) meetings to discuss requirements and resolve issues.

OPR/OCR: JS J-7 JTD/OSD(P&R) and JFCOM **CLOSED**

IA Response / Simulation Capabil

Issue 06-012: Lack of Interagency Response/Simulation Capability results in abbreviated exercises and unmet exercise objectives and hinders ability to deploy and fully exercise JTF and JFO.

Discussion: Limited Interagency (Federal, State and local) exercise participation adversely affects exercise design and ability to meet exercise objectives. When participating, Federal, State and local play is typically limited to 1-3 days. Quality and experience of interagency representatives does not always meet COCOM requirements. COCOM's desire senior level role players and senior mentors who can provide authoritative and realistic interagency experience to support DoD exercises.

End state: Develop and field Interagency Response/Simulation capability to support joint training and exercises that is complementary to the National Training and Exercise Center.

POA&M: Standardize and use Federal Response Simulation Cell, State Simulation Cell and/or Simulated JFO for exercises.

OPR/OCR: JS J-7 JEXD; JFCOM **CLOSED**

Combined with 07-001, Interagency Participation/Simulation

Initial Sim Cell Fielded for AS/PR National and JFO Level

CONOPS for Sim Cell Updated and products developed for next iteration

Next Iteration of Sim Cell Fielded for NLE 1-07 (PR/VS) National and JFO Level

Sim Cell for NLE 2-07 (PR/AS/NE/UC)

Insufficient ADL Resources

Issue 06-013: COCOM Staffs are not fully trained to meet their joint mission requirements. Immediate assistance is needed in obtaining sufficient web-based resources to meet COCOM joint mission training requirements

Discussion: "The e-learning content produced by JKDDC, to this point, has been conventional web-based instructional courseware. The Service knowledge portals have produced lots of content that are labeled as 'knowledge objects,' but the content is not yet systematically packaged to allow for reuse." Some COCOMs have Joint ADL programs that are largely unfunded.

End state: A timely, collaborative process that ensures JKDDC courseware development supports COCOM joint mission training requirements IAW established DOD quality standards (i.e. SCORM compliant). All JKDDC content will be registered in the ADL-R for searchability and reusability.

POA&M: Recommend joint training shortfalls be identified as urgent readiness need. T2 funds for JKDDC be increased by $10M per year to address COCOM joint knowledge development and distribution needs through requirements-based approach. Move from Industrial age production of courseware to much more rapid techniques involving real world mission planning, analysis and rehearsal. Focus on rapid development of a common set of joint tools, standards and specifications to provide immediate support to joint war fighter needs.

STATUS: JKDDC Stakeholders/PAT process determined 50 FY07 requirements for development and cleared the "backlog" of FY03-06 requirements.

OPR/OCR: JFCOM/JS J-7

SEP 06
OCT 06
JAN 07
APR 07
SEP 07
JKDDC Program Execution Plan (PEP) Approved
FY07 DL CW Requirements Identified & Approved
Backlog and FY07 CW in Development
JKDDC LMS/Portal Online [102 courses]
150+ Courses Available via JKDDC site

Joint Doctrine Development

Issue 06-014: Joint Doctrine Development System (JDDS) requires combatant command participation. Lack of a full time doctrine support billet/position leaves combatant commands unable to fully support the Joint Doctrine Development process.

Discussion: Joint doctrine development community identified the need to augment the combatant command and service staffs with personnel dedicated to coordinate and staff joint doctrine publications in order to discharge CJCS Title X responsibilities regarding doctrine. JS J7 proposed a joint doctrine support specialist program similar to the JTSS program. This proposal has been briefed to the Director, Joint Staff and the Chairman, who both support the proposal. No funding currently exists in FY08 budget for this program.

End state: Joint Doctrine Specialists funded and fielded to COCOMs.

POA&M: JS J7 JEDD determines appropriate funding source and implementation date.

Status: The program entails 13 full time contract support positions at a cost of $2.25M. Awaiting funding source. As potential alternative, JS J-7 will investigate cross-training Joint Training Facilitator Specialists in Joint Doctrine support tasks.

OPR/OCR: JS J-7 JEDD

Interagency Integration Fundi

Issue 06-015: Interagency Integration Funding. If COCOMs are to be effective in improving and expanding participation by the interagency in their training and exercise programs, it is essential to provide funding assistance to these organizations similar to that which is provided to developing countries under DCCEP.

Discussion: DOD Directive 3000.05, DOD Support to Stability, Security, Transition and Reconstruction Operations requires COCOMs to "engage relevant U.S. Departments and Agencies, foreign governments and security forces, International Organizations, NGOs, and members of the private sector in stability operations planning, training, and exercises."

End state: Funding designated to support interagency participation in COCOM training/exercise venues.

POA&M: JS J-7 JEXD investigate potential solutions

OPR/OCR: JS J-7 JEXD **CLOSED**

Combined with 07-001, Interagency Participation/Simulation

Update at
WJTSC 07-1

JLOTS

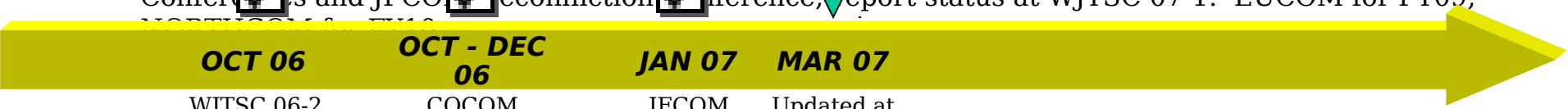
Issue 06-16: Joint Logistics Over-The-Shore (JLOTS) Exercises. Lack of RCC sponsorship for JLOTS exercises denies the RCC opportunity to exercise the force projection and sustainment capability of a JLOTS task force in their AOR, and limits the ability of JLOTS forces to plan and prepare for operations in a foreign environment

Discussion:

- JLOTS provides the capability to project forces ashore and sustain them indefinitely when adequate port facilities are damaged or not existent. JLOTS operations augment existing ports, supplement a degraded port, or create a port when one is not available
- Regional COCOM (RCC) sponsorship of JLOTS exercises improves knowledge of JLOTS planning and execution tasks among staffs, and provides opportunities to exercise JLOTS operating forces in an overseas environment
- When conducted ICW a RCC exercise, JLOTS provides unique opportunity to exercise units deployed to the exercise. Several new training objectives achieved at little to no additional cost in time or other resources to the RCC sponsor
- JLOTS 07, USSOUTHCOM (Guatemala); JLOTS 08, USTRANSCOM (CONUS); JLOTS 09, USEUCOM; JLOTS 10, NORAD-USNORTHCOM (CONUS or Alaska). USTRANSCOM seeks JLOTS sponsorship for FY11 - FY12.

Endstate: JLOTS sponsored through FY12

POA&M: Solicit COCOM sponsors for FY11 - FY12 at WJTSC 06-2, COCOM Annual Scheduling Conferences and JFCOM Deconfliction Conference; report status at WJTSC 07-1. EUCOM for FY09; NORTHCOM for FY10



Inadequate Resourcing for JFHQ Readiness

Issue 06-017: USEUCOM is not resourced to sustain JFHQ Readiness (SJFHQ and JTF capable headquarters) – post certification. The command was able to certify C6F as a JTF capable headquarters and we have a two year projection for certifying two other designated JTF capable headquarters, but the command has no program element (PE) to sustain performance levels attained during the certification process. Commander, USEUCOM is forced to accept heightened risk that, at any point in time, significant elements of his assigned / habitually apportioned forces will not be adequately trained, organized and equipped to prevail in an integrated operations environment.

Discussion: The USEUCOM JTP continues to 'ride on the back' of service component incremental funding; with all the attendant constraints. SJFHQ certification and sustainment training is totally dependant on piggy-back arrangements with service component certification events. As a result, the USEUCOM JTP for US Forces readiness has collapsed to two, JWFC supported events per year. Service component incremental funding is decreasing as a follow on to force transformation. Forces readiness risk management (certification – sustainment training) requirements are increasing. USEUCOM has no resource stream to execute an adequate joint forces readiness training program as part of the overall command readiness risk management program.

Endstate: Establish a fund stream adequate to conduct certification and sustainment training.

POA&M: EUCOM establish CONOPS for SJFHQ training. Pending USJFCOM-led JC2/JTF-HQ Training and Certification process. Incorporate requirements into CE2 and JEP processes.

OPR/OCR: J[illegible] / USJFCOM

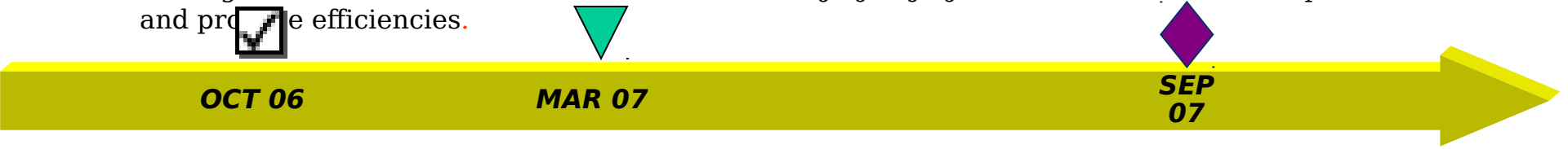
Proliferation of Management Venues

Issue 06-018 : USEUCOM is not able to effectively participate in the Joint Training Program transformation. USEUCOM is not staffed for full participation within the current T2 management construct. OSD accepts heightened risk that issues directly affecting the USEUCOM joint forces readiness training program are inadequately resourced or otherwise addressed.

Discussion: The number of venues (working groups, process action teams, etc.) effecting management of Training Transformation continue to proliferate (TIM2, JNTC, JCIDS, etc). The USEUCOM staff size remains constant. Many meetings are help on short notice on the U.S. east coast, without consideration for use of collaborative technology. This effectively precludes USEUCOM staff participation.

Endstate: Management venues consolidated and streamlined.

POA&M: Streamline T2 management; increase the use of collaborative technology to enable broader COCOM participation. Combine working group, process action team, integrated product team meetings using collaborative technology to maximize action officer time. Increase manning (funding) in order to assign COCOM subject matter experts against specific T2 tasks without over-tasking staffs. COCOMs recommend efficiencies to JS J7. JS J7 consolidate schedule requirements and pr[illegible]e efficiencies.



SOF Resourcing

Issue 06-019: **TSOC/CT Training Funding.** USSOCOM is not able to fund TSOC and CT training

- USEUCOM not resourced to sustain SOF readiness training program. USSOCOM no longer funds SOCEUR training. USEUCOM Service executive agent (Army) does not fund SOF training. No program element (PE) to sustain SOF training in support of OEF-TS.
- Funding for SOF CT exercises a continuous challenge for USPACOM. Historically supported via unfunded requests (UFR).

Discussion:

- SOF readiness is critical to USEUCOM success in the war on terror (OEF-TS). However, USEUCOM has no resources allocated for SOF readiness training in theater.
- USPACOM CT exercise normally conducted in last month of FY; often subject to end of year funding shortfalls. Exercise has been subject to funding decrements. USPACOM has had to divert funds.
- Commander, USEUCOM is forced to accept heightened risk that, at any point in time, significant elements of his assigned / habitually apportioned SOF forces will not be adequately trained, organized and equipped to prevail in an integrated operations environment.
- A lack of sufficient (reliable) funding can reduce airlift/sealift participation or cause asset cancellations, complicate ability to "lock" in exercise participants when funding support is questionable and subject to decrements, complicate ability to develop more relevant and viable exercise play, cause exercise cancellation.

Endstate: SOF exercises are resourced

POA&M:

- Establish a fund stream adequate to conduct certification and sustainment training.
- JS/USSOCOM detail their long term plan for funding support to SOF (SOF CT) exercises.
- JS/USSOCOM streamline funding for USPACOM SOF exercises. Vs via DON.
- Merge exercise with an USSOCOM equivalent exercise.

OPR/OCR: JS J7 JEXD

☑ OCT 06	☑ MAR 07	▼ OCT 07
EUCOM (SOCEUR) has cancelled the exercise (JACKAL STONE) for FY07.	Review TSOC plus-up In CE2 fund (PBD 709)	Ensure funding is programmed for outyears (FY10 POM)

Exercise and Joint Training Synchronization

Issue 06-020: The existing USG exercise programs do not adequately synchronize all CONUS and OCONUS exercises conducted across USG agencies and fail to effectively, efficiently and realistically exercise National Crisis Response readiness. DOD AD forces conduct exercises with civil authorities in the NORTHCOM AOR without the knowledge of NORTHCOM. Scope of national exercises is limited by resources

Discussion:

- Incorrect procedures can be reinforced, leading to actual responses without proper authorization, appropriate DOD funding and NRP consistency
- Lack of synchronization contributes to lack of stability and predictability
- Scheduling and exercise design issues still pose challenges to an effective NEP
- Benefit to the synchronization of exercises "downward" between the services, their major commands and COCOMs
- Effective exercise planning requires a reliable 2-5 year schedule for resources
- USNORTHCOM component commands do not have visibility of all exercises with civil authorities
- All USG departments and agencies do not have adequate visibility over all pertinent exercises conducted in their AOR

Endstate:

- HSC/NSC designate certain exercises as NLEs, approve goals and objectives and provide top level guidance
- Use WJTSC and NEXS conferences as venues to coordinate 5 year schedule
- Establish a coordinated schedule for NLE planned out 5 years with solid dates 2 years out using a building block approach
- Exercise scope tailored to priority objectives
- Development of a standard JELC for NLE events to ensure greater synchronization in the planning process

-MAJCOMs report DSCA or international operations exercises in the USNORTHCOM AOR to their respective USNORTHCOM Service Component Command for consolidation and review during the USNORTHCOM Exercise Scheduling Conference each year.

POA&M:

- Distribute approved NSC/HSC NEP guidance
- Coordinate the Implementation Guidance and review major national exercises at each WJTSC
- Codify doctrine for linking exercises

OPR/OCR: JS J7/XD

Immersive Learning Environment System (ILES)

Issue 06-021: Requirement for Large Scale Use of Online and On Demand Individual and Group Training, Mission Planning and Rehearsal Capabilities. Currently, ILES deployed only to NORAD-NORTHCOM (N-NC), creating a gap in individual and multi-player exercise capabilities with DoD, Interagency (IA) and Multinational Force (MNF) partners.

Discussion: ILE is in its third year of prototype spiral development and successful tests/evaluations have been conducted for N-NC Command Center crew training validation and the Capstone Exercise for Individual Augmentee training at JFCOM.

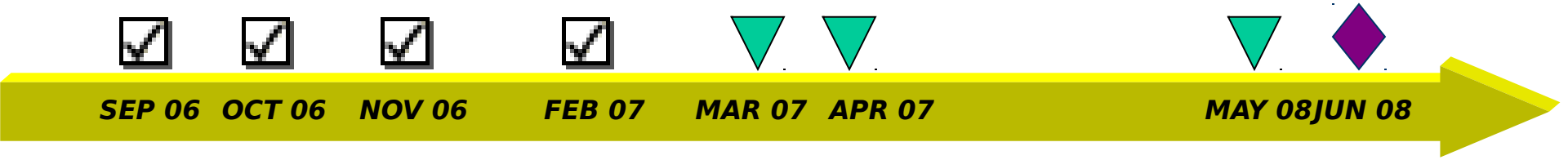
- ILES can significantly shorten the JNTC Joint Event Life Cycle by providing distributed software tools
- System evolution facilitates rapid experimentation, mission planning/rehearsal/COA analysis
- ILES' planned linkage to JTIMS/DRRS will enhance assessment and readiness reporting

Need a training objective-based Exercise framework for the complete training life cycle from initial establishment of training objectives to final After Action Reviews, while capturing Lessons Learned throughout the process. Lack of common tool limits opportunities to train with DoD, IA and MNF partners. Exercise participants are not fully prepared prior to exercises and there exists a large variation in baseline knowledge and skills at exercise start.

Endstate: Appropriate tools to provide on-demand individual and group training. ILES federated architecture providing dynamically scalable, distributed, collaborative exercise environment across the joint, interagency, and multinational communities

POA&M: Collaborative technical evaluation of potential solutions by all stakeholders. Deploy web-based prototype.

OPR/OCR: JFCOM / JS J7 & NORTHCOM



Training and Readiness Database Integration

Issue 06-022: Defense Readiness Reporting System (DRRS), Joint Lessons Learned Information System (JLLIS), Joint Training Information Management System (JTIMS) and Joint Doctrine, Education and Training Electronic Information System (JDEIS) are not currently linked. Independently developed automated support tools need management and oversight to ensure they are complementary and will collectively meet DoD requirements.

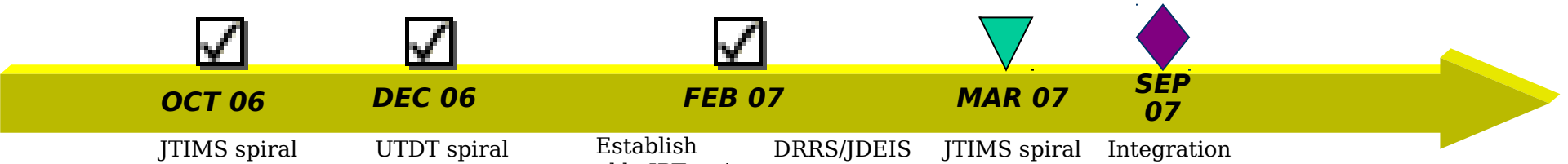
Discussion:

- The JLLIS in development and expected to be implemented in mid-07 is currently not part of DRRS or JTIMS integration
- The requirement to link JLLIS to specific unit and agency JMETs is imperative and will provide a more holistic view of readiness, training, and lessons learned.
- OSD and Joint Staff / J7 are conducting weekly Technical IPTs to ensure fluid data integration and development coordination between DRRS, JTIMS and JDEIS:
  - Web Services (METL, UJTL, Assessment Data)
  - DRRS - JTIMS Assessment Format and Integration
  - JDEIS - Authoritative Source for COCOM/CSA UJTL and long term goal is to include Service and other Organization Tasks
  - UJTL Task Development Tool - Candidate and Modified Tasks
- JS J7 is developing an effective approach to include automated procedures for UJTL updates. Policy needed on information and intelligence data sharing across military and civilian organizations (TIM2 community).

Endstate: Automated support tools that are independently developed to meet specific requirements will have coordinated management and oversight to ensure these tools will collectively meet the T2 objectives and training / readiness requirements. Tools will be designed to support releasability to coalition partners. Technical Integrated Process Teams (IPT) implemented; COCOMs and Defense Integration Office prioritize modifications and improvements. Integration Plan published.

POA&M: Monitor integration.

OPR/OCR: JS J7 JTD/OSD(R)



LMS Employment

Issue 06-023: The use of multiple Learning Management Systems (LMS) inhibits the ability to integrate training and personnel records and adds unnecessary complexity to integration with JTS and DRRS. Employ Joint Knowledge Development And Distribution Capability (JKDDC) LMS for COCOMS; maximizing JKDDC assets to enhance COCOM staff training.

Discussion: No Joint Standard(s) exists for the identification of requirements dealing with data needed for a consistent, interoperable tracking of learner profiles, competencies or training records. It will take time to develop the solution to this Joint problem needed for a coherent Global Knowledge Distribution environment. Currently, multiple LMS are being used across the Joint Community. Each of these LMS have different requirements dealing with learner profiles, competency tracking and training record management.

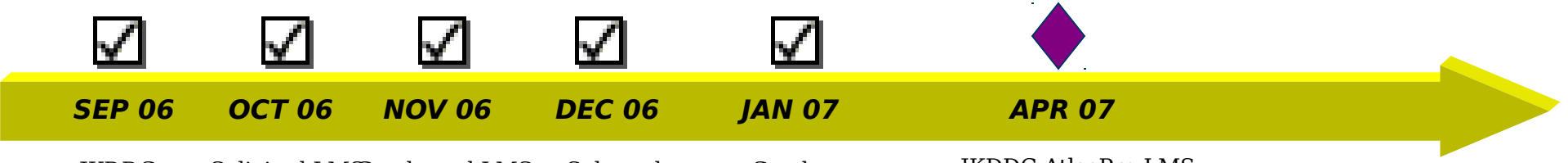
JKDDC solicited stakeholder inputs for LMS capabilities. This offers a unique opportunity to rapidly improved COCOM staff training. Implementation must consider:

1) COCOM inputs to LMS data base and functions
2) Percentage of COCOM-specific learning modules to be hosted on LMS
3) COCOMs' permissions to manipulate LMS
4) JKDDC responsiveness to change inputs

Endstate: Universal Joint LMS in use; potential savings in terms of course development; standardization across COCOMs

POA&M: Make JKDDC funds available to support a single use of Universal Joint LMS. Fund a multi-COCOM LMS. Develop standards to address ontology, taxonomy, metadata, personnel tracking, security methods, interoperable learner profiles, and competency and training records for Joint community.

OPR/OCR: JFCOM



Linkage of Functional (USSTRATCOM) and Geographic COCOM exercises

Issue 06-024: The global scope and supporting nature of USSTRATCOM missions requires USSTRATCOM activity in regional AORs. Coordinating exercises with geographic COCOMs is problematic.

Discussion:

- Shared benefit from linking exercises.
  - Supported / Supporting roles IAW PLANs / UCP.
  - Staffs build relationships, conduct realistic rehearsal with actual counterparts.
  - Must be beneficial for both commands.
- GCCs hesitant to allow certain USSTRATCOM missions / hesitant to allow equal status of STRATCOM exercise objectives.

Endstate:

- More linkage between COCOM exercises.
- GCCs recognize value of USSTRATCOM exercising all its missions during in linked exercises.

POA&M:

- Continue to use the WJTSC, Deconfliction and COCOM annual exercise conferences to link multiple exercises
  - Take full advantage of NEP to link exercises / integrate mission areas under the NEP to ensure regional coverage as well as mission area coverage
- Support the development of a standard exercise hierarchy and consistent JELC

OPR/OCR: JS J7/EXD/USSTRATCOM

Joint Event Life Cycle

Issue 06-025: JELC Revision. Although an effective methodology, current JELC is extremely resource intensive (e.g. people, travel $, time). Can we work the JELC more collaboratively and save time and resources?

Discussion:

- JELC provides framework for design, planning, preparation, execution, analysis of Chairman's Exercise Program
- Originally developed in 1995 with only minor changes over the years
- Notionally 12-18 months but has inherent flexibility; 6-9 months JELCs are not uncommon
- JELC conferences typically held at supported command's location
- Collaborative communication technologies have improved in both capability and reliability
- Combination of collaborative information environment and face-to-face conferences may reduce resource intensity while maintaining effective product oriented JELC process

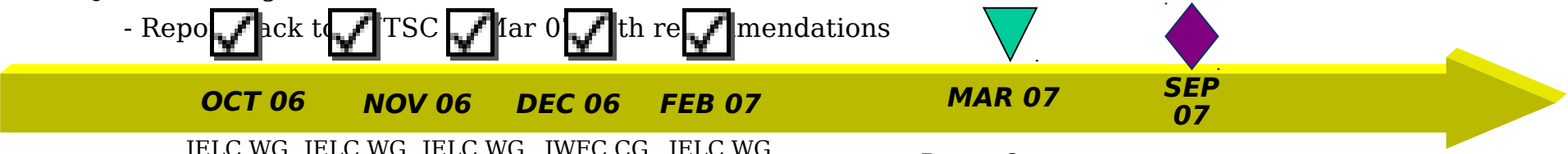
Endstate: More efficient and effective JELC. No prescriptive solution set as this is a continuous improvement process

POA&M: JWFC chair a Working Group comprised of all interested stakeholders that will:

- Explore the efficiencies that may be realized in current JELC through the combination of CIE technologies and traditional JELC conferences

- Identify potential modifications (additions and/or deletions) to current JELC products and process in Joint Training Manual

- Report back to WJTSC Mar 07 with recommendations



Joint Training Coordination

Issue 06-026: Entry of Accredited Programs into the Joint Exercise Program (JEP). JNTC has helped identify Service and Service component shortfalls in obtaining participation by other services. Every Service/Service Component has identified other service participation as key to training to critical commended joint task training.

Discussion:

- Commander, JFCOM has provided guidance during development of JFCOM Joint Training Plan FY 07-10 that service components will provide an assessment of ability to coordinate/synchronize their training with other USJFCOM Service Components in order to increase service interoperability and "jointness".
- Commander USJFCOM directed that J7/CG JWFC develop process to facilitate this coordination.
- Emphasis for joint training will be on distributing the training using Live, Virtual and Constructive technologies where possible, optimizing JNTC, and reducing costs whenever feasible.
- Interoperability training is constrained by: lack of coordination; inadequate planning; conflicting schedules, inadequate funding.

Endstate:

- Conduct more effective Joint and Interoperability Training in FY 08
- Coordination of service organizations with complementary joint training objectives
- Development of long term relationships for more persistent approach to joint training
- Use of JNTC JTEN Connectivity to develop training opportunities between HQ staffs and critical C2 nodes

POA&M:

- ✓ Develop CONOPS for Joint Training Coordination of CONUS based forces
- ✓ Develop plan to integrate Service Component training to meet their joint training requirements
- Publish the plan in USJFCOM Joint Training Plan for FY 08-10
- FY08 NORTHCOM Sponsor; FY09 Compete in JEP/CE2 as UFR; POM for in FY10

OPR/OCR: ☑ JFCOM/J☑ JEXD

OCT 06
NOV 06
MAR 07
Apr 07
May 07
SEP 07
JSAP on CONOPS released.
Joint Training Coordination Conference 28-29 Nov
Provide Update to WJTSC
Submit Funding Request for FY 08 Inter-Service Joint and Interoperability Trng
Joint Training Coordination Conference for FY 09

CTP Management

Issue 06-027: CJCSI 3511.01, CJCS Exercise Program Funding. Timely quarterly allocation of CTP funds are not being made by the Joint Staff.

Discussion:

- Units forced to use their own funds and then go through the reimbursement process. Army has not programmed for CTP.
- It often takes 2-3 months to get bills from the travel office to start the reimbursement process.
- Meantime, the Joint Staff Comptroller is requesting funds be returned for not being obligated in a timely manner.
- MIPR restricting use of CTP funds to a specific exercise, limits flexibility.

Endstate: Comply with established policy and issue CTP funds to the Services on a quarterly basis. Units can then obligate CTP funds when initially purchasing the tickets.

POA&M: JS J7 continue to work reconciliation process

OPR/OCR: JS J7 JEX

Interagency Senior Mentors

Issue 06-028: Organization of senior Interagency and NGO mentors to participate in Joint Exercises. Senior mentors may require "rebluing." Participation of (active service) Interagency representatives unable to meet all DoD requirements.

Discussion: Retired Interagency and NGO personnel and university experts represent a potentially untapped source of Interagency expertise as senior mentors for planners and senior leader development and execution of Joint Training and Exercises.

Endstate: Interagency and NGO experts participation in joint exercises.

POA&M: JS J7 obtain feedback from COCOMs on what is required.

OPR/OCR: JS J7 JTD/JFCOM & OSD (P) TIM2 CLOSED

Combined with 07-0071, Interagency Participation/Simulation

J7/JTD requested COCOM feedback

DoD, DHS, and ODNI Interface

Issue 06-29: Evolving relationship among DoD, DHS and ODNI requires definition of formal interfaces for coordinating exercises

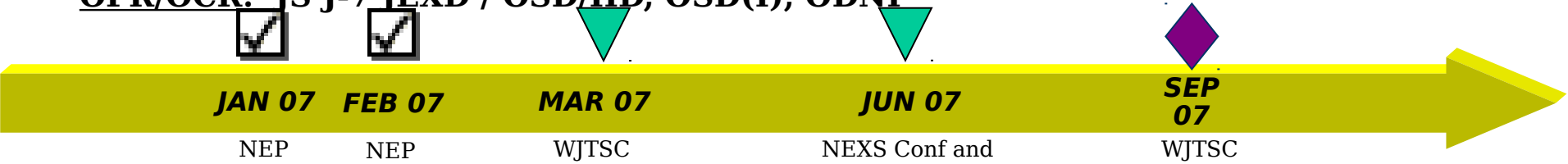
Discussion: The formal process for coordination among DoD, DHS, and ODNI for joint exercises is a new concept, and is in the process of being defined

Desired Endstate: Improved coordination among DoD, DHS and ODNI for support to NEP

POA&M:

- **Provides one Point of Contact for IC support to NEP requirements**
- **Enables IC to orchestrate NIS Mission and Enterprise Objectives in support of exercises**
- **ODNI Intelligence Community Exercise Coordinator creating an Intelligence Community Exercise Forum**
  - **Bimonthly meetings/working groups to address specific issues (ex. UA)**

OPR/OCR: JS J-7 JEXD / OSD/HD, OSD(I), ODNI



Integrated Operations Exercises and Experimentation

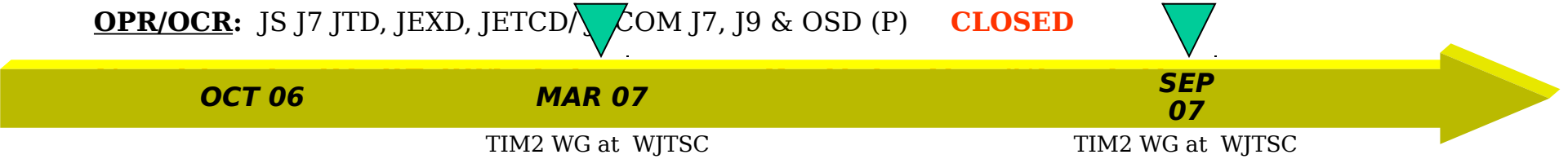
Issue 06-030: Successful integrated operations require training, including exercises and experimentation, with robust participation from a broad range of potential partners (DHS, DOS, DEA, Treasury, other nations, NGOs, etc.). USG readiness is degraded if we cannot train each other as we will operate with, and encounter each other in the field.

Discussion: Participation by non-DoD organizations is crucial to providing realistic training when we "Train as we Operate." Recent exercises and experiments indicate minimal to no participation by our interagency and intergovernmental partners. This is due to a) manpower b) funding and c) non-inclusiveness in the DoD planning cycle. On the other hand, DoD does not fully participate in non-DoD centric exercises with interagency/ intergovernmental partners. Training objectives and endstates must be mutually embedded in our processes from the beginning. Broad participation is necessary for a whole of government approach to conducting successful operations.

Endstate: Participation by the full range of USG capabilities in training, exercises, and experimentation including national live, virtual, constructive simulation capability that allows full representation of organizations' equities and capabilities. Processes are mutually embedded from the beginning. Products may include a DoD Multinational Training and Engagement Strategy and a Center of Excellence for Integrated Operations.

POA&M: TIM2 Task Force determine required evolution of DoD capabilities to support full range of integrated operations, from strategic to operational, domestic and international, for training, exercises and experiments.

OPR/OCR: JS J7 JTD, JEXD, JETCD/ USCOM J7, J9 & OSD (P) **CLOSED**


OCT 06
MAR 07
SEP 07
TIM2 WG at WJTSC 07-1. Identify requirements, challenges/issues, and potential solutions
TIM2 WG at WJTSC 07-2. Develop POA&M, assess achievements and new developments.

Integrated Operations UJTL Tasks

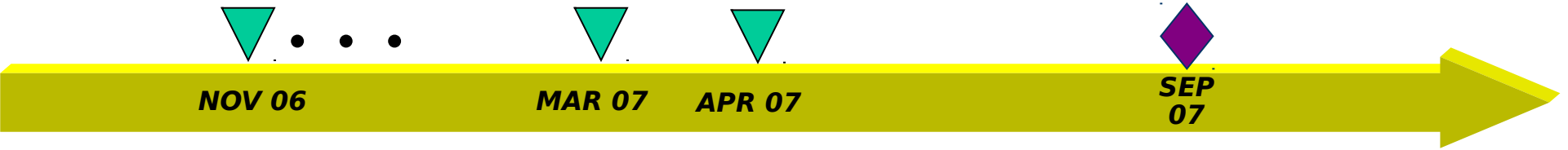
Issue 06-031: The evolution of a comprehensive approach to the integration of operations has exceeded the capacity of the current UJTL to capture and link required tasks. Commands' and Agencies' readiness will be degraded if they cannot include appropriate tasks in J/AMETs, JTS, DRRS, and thus training.

Discussion: The UJTL has expanded and incorporated new tasks under an established taxonomy around a war fighting construct which does not reflect current operations or policy in full. The recognition that America's security and defense challenges require integrated preparation and response is poorly captured, measured by inappropriate metrics, misses some required tasks, and leads to training disconnects. It might be time for a new section, Integrated Operations, which would include some new tasks, some tasks shifted from other sections, and considerable linking across sections.

Endstate: A UJTL construct which focuses adequate attention on integrated actions across all levels of operations .

POA&M: Identify required DoD specific capabilities and mission essential tasks that support integrated operations in UJTL. Recommend appropriate changes IAW established process. Determine feasibility/appropriateness of linking COCOM JMETLs to federal dept/agency mission areas, objectives, and functions (as was accomplished for NORTHCOM and DHS).

OPR/OCR: JS J7 JTD / JFCOM & OSD (P)



UJTL Integrated Ops task activities and revised UJTL development process to be briefed at TIM2 ESG.

TIM2 WG at WJTSC 07-1. Identify requirements, challenges/issues, and potential solutions

Submit Tasks

High Interest Training Requirements

Issue 06-032: JFCOM JTP High Interest Training Requirements may not accurately reflect regional COCOM's true needs for the training of JFCOM forces.

Discussion: Reliance on COCOM JMETLs alone is unsatisfactory in that they do not provide the level of fidelity needed to accurately convey training requirements to USJFCOM subordinate forces (e.g. what aspect of the task do we want to focus on during time constrained training events). JTP&G (CJCSI 3500.01C) calls for submissions "similar in fidelity to a training objective." Also, COCOM JMETLs focus on ST/SN levels of war; JFCOM training focuses on OP/TA levels of war.

Endstate:

- Top Down Process-COCOM input to JFCOM JTP
- Focus on specific, critical, joint training gaps and seams for assigned forces
- Prioritized by COCOMS and approved by Joint Staff
- Agreement on the format for submission of high interest training requirements to JFCOM.
- Agreement on the level of fidelity/composition of high interest training requirements.

POA&M: Joint Staff issues JSAP directing requirements submission. COCOMs present, and discuss requirements with, JFCOM. JFCOM consolidates and

OCT 06	JAN 07	MAR 07	MAY 07
JFCOM provides request to JS	COCOM Planner-level inputs to JFCOM	COCOMs/JFCOM discuss requirements at WJTSC 07-1	JFCOM publishes requirements in their JTP.

NEW ISSUES

Integration of Interagency Partners

Consolidates carryover issues 06-012, 06-015, 06-028, and 06-03

Issue 07-001: Inadequate integrated operations partner representation and environmental emulation degrades the quality of integrated operations training and experimentation.

Discussion: DoD recognizes the value of role players, senior mentors, and/or simulation cells to provide authoritative and realistic interagency input and support to DoD training and experimentation events. Other agencies often cannot afford the level of seniority/experience and commitment that DoD desires for event design, execution, and assessment.

End state: A combination of: 1. Improved "active duty" interagency integration into the "training audience," based on common objectives, results in mutual benefit and better prepares all participants for integrated operations. 2. Improved role playing/white cell training support simulates interagency participation in DoD-centric training events. 3. Improved modeling and simulation assists scenario development and enhances event implementation by capturing all agency 'players' equities.

POA&M: To enhance training and experimentation: 1. OSD/P&R develops a strategy and process for resourcing, prioritizing, requesting, and scheduling interagency integration into training and experimentation. 2. OSD/HD benchmarks the DHS NEP Simulation Cell to develop a similar capability for other DoD mission requirements. 3. OSD/P&R and JS J7 explore, starting with State/PM, innovative opportunities to tap senior mentor and role player resources, including former civilian agency personnel and other experts. 4. JFCOM J7 and J9 continue to develop environment modeling and simulation to support key aspects of integrated operations (Political, Military, Economic, Social, Infrastructure, Information, Legal).

OPR: OSD/P&R, OSD/HD, JS J-7, and JFCOM. **OCR:** Combatant Commands

MAR 07	APR 07	SEP 07	MAR 08	SEP 08
WJTSC 07-1 TIM2 WG	SLRT Memo signed by Tri-Chairs	•OD P&R / JS J7 brief strategy •OSD P&R brief	OSD P&R brief implementation and interagency partner	

Training and Exercising COCOM Pandemic Influenza (PI) Plan

Submitted By NORTHCOM

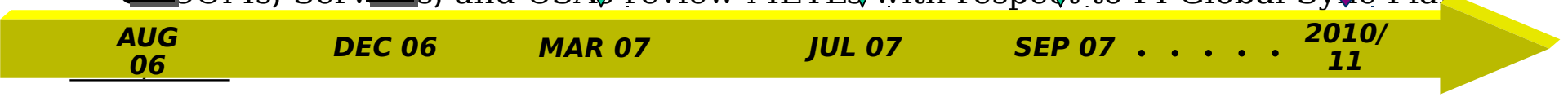
Issue 07-002: There is no synchronization of effort among COCOMs in developing PI training and exercises

Discussion:
- COCOMs have assigned varying priorities to train and exercise AOR-specific PI plans with a sliding scale of readiness to handle PI.
- This leads to duplication of effort, not leveraging PI expertise from more mature COCOMs

Endstate: Synchronized PI training and exercise plans.

POA&M:
- Cross-COCOM exercise after plans developed to work plans/seams
- Create centralized schedule of COCOM PI events – opportunity to glean from others

- Develop centralized Lessons Learned database (similar to GWOT- JFCOM)
- Share COCOM PI experience – observers to other COCOM planning conferences and exercise executions
- COCOMs, Services, and CSAs review METLs with respect to PI Global Sync Plan



NORTHCOM supported command for DoD Global Synchronization

Began Development of Global Synchronization PI CONPLAN

Brief Issue at WJTSC 07-1

Global Sync PI CONPLAN Published with exercise guidance

WJTSC 07-2 Review Global Synchronization Exercise Plan

Major IA-DOD Exercise

Use of JTIMS for Task Proficiency Observations (TPOs)

Submitted By PACOM

Issue 07-003: JWFC rep at WJTSC 06-2 stated that the JWFC DTT Observer/Controllers would enter TPOs into JTIMS as part of event support. This did not happen for the JTF during TERMINAL FURY 07 (DEC 06).

Discussion: If qualified observers do not enter TPOs into JTIMS, the Training Proficiency Evaluations that feed readiness assessment will be diminished in value.

Endstate: TPEs informed by TPOs captured and entered by O/C's in JTIMS.

POA&M: Incorporate capabilities in JTIMS (Spirals 5 and 6). JWFC work with PACOM to develop testbed using JTIMS-Lite at upcoming exercise Talisman Saber.

OPR/OCR: JFCOM

JAN 07	MAR 07	MAY 07	AUG 07
Developed CSR ICW JFCOM	Release JTIMS Spiral 5	Test in Exercise Talisman	CSR fully functional in JTIMS w/ release of Spiral 6

GCC Participation in TOPOFF

Submitted By PACOM

Issue 07-004: PACOM has received little to no guidance for GCC participation in TOPOFF 4 (OCT 07).

Discussion: The significance of this event and level of senior leader involvement requires specific guidance now to ensure successful execution.

Endstate: Published guidance for TOPOFF requirements.

POA&M: Joint Staff or OSD publish an initiating directive that lays out DoD / GCC requirements for this exercise.

OPR/OCR: JS J-7 JEXD

JEP STRATLIFT Budget

Submitted By PACOM

Issue 07-005: PACOM JEP STRATLIFT Budget is grossly underfunded.

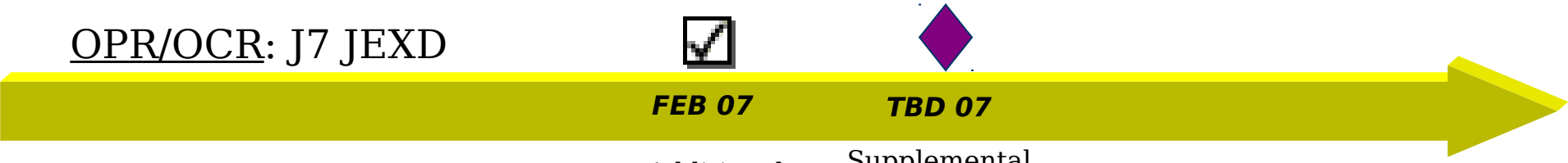
Discussion:

- Amount of FY 07 allocation versus requirements.
- Process for providing FY 07 allocation. (We're in 2d Quarter of FY 07 and still don't have a final FY 07 allocation.)
- Inability to properly plan JEP events

Endstate: PACOM STRATLIFT requirements funded

POA&M: Message with combatant command funding targets based upon additional $31M for FY07 JEP provides PACOM STRATLIFT requirement

OPR/OCR: J7 JEXD



Force Request for OSD & Allied Participation

Submitted By STRATCOM

Issue 07-006: It is essential to a successful COCOM training and exercise program to include JS/OSD, Interagency and Allied interactions. The COCOMs need an established process by which to request this participation in their program events. (Interagency participation is addressed in Issue 07-001.)

Discussion: The current "system of record" for requesting forces, resources and capability support to training and exercise events is JTIMS. As Allied resources are outside DoD, there needs to be an established procedure by which Functional COCOMs can identify the level of support requested and submit that request to the entity that can evaluate and action that request. As OSD is the DoD avenue through DoS, to foreign countries, JS/J7 would appear to be the agent to receive, collate, forward, track and notify requestor on these requests.

Endstate: Codified methodology by which COCOMs can request OSD and Allied participation in training and exercise program events.

POA&M: As determined by JS and JFCOM, IAW timeline below.

OPR/OCR: OPR: JS J7/OSD. OCR: JFCOM (CDR ACT), STRATCOM

MAR 07	MAY 07	JUN 07	JUL 07	SEP 07
Issue discussed at WJTSC 07-1	JS develops supportable plan	Codified proposal sent by JS/J7 to COCOMs for staffing	COCOM inputs due back to JS for resolution	Final approval by COCOMs at fall WJTSC

Exercise Characterization

Submitted By STRATCOM

Issue 07-007: Inconsistent characterization of exercises as "ISO GWOT" across the COCOMs. Exercises compete for limited resources in an unequal manner.

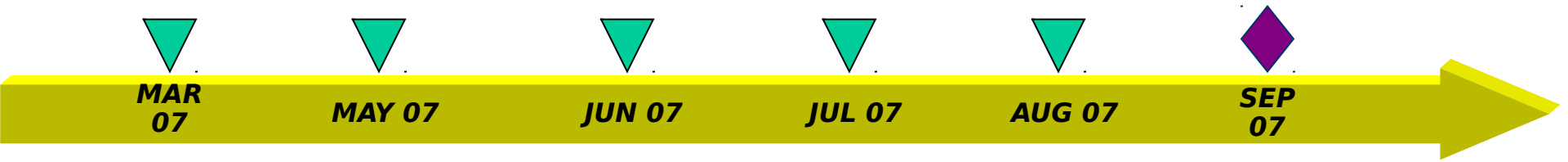
Discussion: SecDef promulgated guidance on prioritization for exercises, and directed COCOMs to categorize their exercises. Although COCOM exercises are described in the theater programs as SDTE, NEO, Bilateral Training, etc most of them are categorized as "ISO GWOT." CEP/JEP needs standardized criteria for categorization so that exercises can be characterized correctly within the priorities as laid out by the SecDef, and scarce resources can be correctly allocated by comparing consistent prioritization.

Endstate: Standardized guidance on how to characterize exercises as "ISO GWOT," "ISO OIF/OEF," "ISO HLS/D," etc.

POA&M:

- JS/OSD determine SecDef's priorities for exercises
- COCOMs provide inputs on elements of an exercise that would characterize it as belonging to which category
- Proposed categorization guidance staffed, approved and disseminated

OPR/OCR: OPR: JS/J7; OCR: COCOMs



MAR 07	MAY 07	JUN 07	JUL 07	AUG 07	SEP 07
Issue ID'd, accepted into program	JS/J7 forwards new SecDef's exercise categories/priorities to COCOMs	COCOMs send draft categorization criteria to JS for compilation/staff	JS/J7 staffs draft direction on category characterizat	COCOMs return staffing input to JS for resolution	Final approval by COCOMs at fall WITSC

PSI Inclusion in WJTSC / NEXS

Submitted By STRATCOM

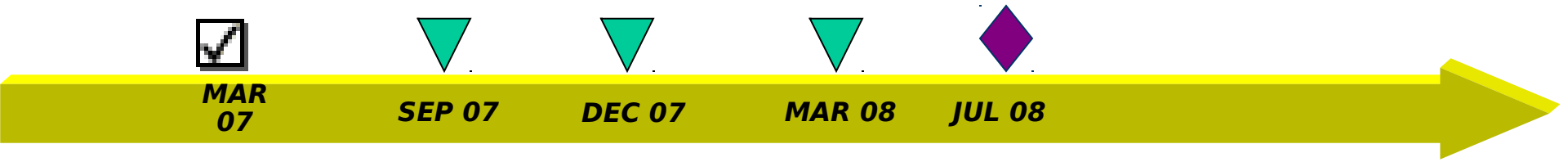
Issue 07-008: PSI participation directed by SecDef in CJCSI XXXX.XX.

Discussion: To deconflict resources involved in multiple efforts, require PSI representation at WJTSC and NEXS so participants can look at all possible inputs to events that would require their resources and participation.

Endstate: PSI activities represented on calendars that are reviewed at WJTSC and NEXS.

POA&M: Incorporate PSI requests/requirements data in JTIMS; PSI personnel attend WJTSC to synchronize exercises

OPR/OCR: OPR: JS/J7; OCR: JS/J5, JFCOM, DHS **CLOSED**



JAEC Block Assessment Support

Submitted By: JAEC

Issue 07-009: Joint Staff J7 should address with personnel funded by T2 money (e.g., JTS Specialists, Lessons Learned Specialists) and program managers that the T2 Block Assessment being led by OSD-JAEC is a T2 program and requires support.

Discussion: Several organizations have stated that they do not have the manpower to provide data required for the T2 Block Assessment.

Impact: The Block Assessment is intended to help inform decision-makers about the value and benefits of elements of joint training, and conversely those that have less value or benefit.

Endstate: When this issue is resolved, organizations will have a clear understanding of personnel who will collect training event data. They will also see the value of this collection effort.

POA&M: Joint Staff J7 address the matter during the month of March 2007.

OPR/OCR: O6 / Council of Colonels. **CLOSED**

MAR 07

JS/J7 address
At WTJSC 07-1
General Session
And/or CoC

Process for Linking Exercises

Submitted By J7 JEXD

Issue 07-010: Exercise Planning policy is inconsistent

Discussion: DHS HSEEP and DOD policy for designing, planning and executing exercises is different.

Endstate: Consistent and complementary exercise planning timelines and processes across the federal departments and agencies in accordance with the NEP IP and subordinate instructions.

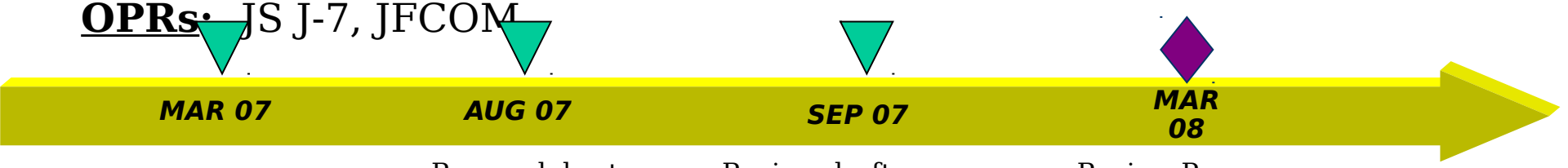
POA&M: Develop instruction describing the process for linking exercises

Research best practices

Discuss/coordinate best practices at WJTSC 07-2

Develop CJCSI or DoDI for linked exercises process (or incorporate into existing instruction)

OPRs: JS J-7, JFCOM



Terminology Clarification

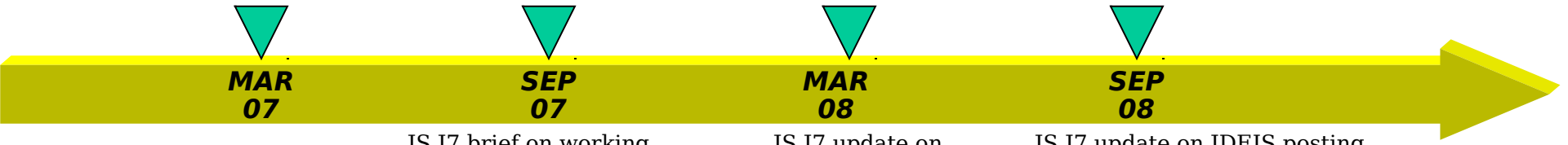
Issue 07-011 : Failure to acknowledge and understand terminology differences between DoD and DHS adversely impacts integrated operations.

Discussion: After Action Reviews from operations (such as Katrina Response and UNIFIED ASSISTANCE) and exercises (such as TOPOFF, Determined Promise and Ardent Sentry) involving DoD, other Federal (notably DHS), State, and local partners, regularly reference misunderstandings, confusion, and disjointed efforts caused by difficulties in bridging the differences in terms embedded in respective cultures and doctrine. Communication, collaboration, cooperation, and coordination are essential to effective and efficient integrated operations.

End state: A document comparing and contrasting existing DoD and DHS terminology contributes to increased transparency and understanding in planning, training and execution of integrated operations.

POA&M: 1. JS J7 develops a working group with DHS to draft a comparison document (lexicon) of key terms related to integrated operations. 2. Working group members vet the draft through their respective channels. 3. WG reviews for submission as an addendum to the National Response Plan's *Training and Exercise Strategy*. 4. The document is distributed by JEDD (for DoD) via electronic means (JDEIS) for use by planners and operators. 5. JS J7 assess expanding effort to entire USG.

OPR: JS J-7 JEDD **OCR**: OSD/HD, DHS


MAR 07
SEP 07
MAR 08
SEP 08
TIM2 IG WG
JS J7 brief on working group formation and process
JS J7 update on term selection and submission to NRP
JS J7 update on JDEIS posting and use; evaluate for broadening of effort

IO Functional Training

Issue 07-012: IO functional training should be a part of Training Transformation (T2).

Discussion: The T2 Strategic Plan and SPG established IO as a decrease risk critical training area. The working group concluded that we need to establish a Joint Functional Training PAT that contains both expert organizations and users to develop a comprehensive IO training plan. Failure to address IO functional training will continue to prevent IO from becoming a core military competency.

POA&M:

Charter a Joint IO training PAT (one year duration), co-chaired by USJFCOM and USSTRATCOM. OSD (P&R) & JS J7 will oversee this process under CE2T2 rules.

Review COCOM OPLAN Requirements and training objectives; then update JMETs as applied to Programs and Exercises.

Review and update the UJTL for the 5 core components of IO; develop the Enhanced UJT's as required and submit to JS J7.

Map tasks to appropriate training programs– form the basis for JNTC accreditation. Update Accreditation plan to include IO tasks.

Ensure effort supports the JTF HQ training and certification process.

Develop a DoD/National level training capability plan that links IO tools, simulations, assessment and support organizations to COCOM and Service training requirements.

Inform leader training curricula developers (Capstone, Keystone, Pinnacle) of emerging IO capabilities

OPR/OCR: JFCOM J7 T2 Director (CAPT Dave Frost)

APR 07
PAT formed

SEP 07
Update at WJTSC 07-2

BACKUPS

Consolidation of Interagency Related Issues

Issue	Title	Key Topic	Proposal
06-002	Lack of IA Training	training	retain
06-003	Lack of IA PME	education	retain
06-012	IA Response/Sim	participation/sim cell	merge into 07-001
06-015	IA Integration Funding	participation/funding	merge into 07-001
06-028	IA Senior Mentors	participation/mentors	merge into 07-001
06-030	IA Exercises/Experim.	participation strategy/process	merge into 07-001
06-031	IA UJTL Tasks	linkage of tasks	close[1]
07-xxx	IA Shortfalls	merge open issues	merge into 07-001

NOTES:

[1]Ongoing task in T2 I-Plan (4.7 series)

***WAY AHEAD (8 issues to 3)*:**
06-002, Interagency Training
06-003, Interagency Education
07-001, Interagency Participation/Simulat

Interagency Shortfalls

Submitted By PACOM

Issue 07-xxx: Exercises which do not include or properly replicate the Interagency shortchange the training audience.

Discussion: This issue has been well documented, as evidenced by the number of issues from previous WJTSCs - at least 7 by current count.

Endstate:

POA&M: Request a status of these issues and perhaps a hard look at a focused discussion or working group to address the problem holistically, rather than as many separate issues.

OPR/OCR:

Recommend CLOSE and combine with 07-001, Interagency Participation/Si

Issue Management Guidance (How to Display POA&M)

Issue 07-xxx: Identifies year generated and number of issue (Does not change). Describes joint training capability / requirement that is adversely affected and requires resolution.

Discussion: Describes the issue / problem in sufficient detail to develop potential solutions (Does not change)

Endstate: The desired solution to sustain / increase joint training capability / readiness (May change based on development of POA&M)

POA&M: Description of the possible steps to solve an issue / problem. POA&M will be visually displayed on a timeline at the bottom of the slide using the following symbology (To be refined and developed by OPR / OC

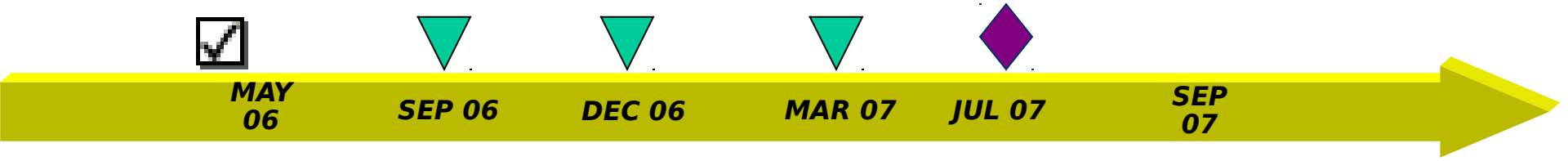
OPR/OCR: Identified office responsible to coordinate and implement a solution (Does not change)

EXAMPLE:

Action milestone — Used to depict and track major actions that must occur to resolve an issue / problem.

Action complete — Used to depict actions on the timeline that have been completed.

End state achieved



Funding proposal drafted

Funding proposal staffed

Funding proposal approved

Funding identified

Funding provided to COCOMs